



# Juvenile Services Department

## Business Plan

**Fiscal Years: 2022 and 2023**

(10/1/2021 through 9/30/2023)

Approved by:

A blue ink signature of Cathy Burgos, consisting of stylized cursive letters.

Cathy Burgos, LCSW  
Department Director

January 21, 2022

Date

A blue ink signature of Morris Copeland, consisting of stylized cursive letters.

Morris Copeland, CPM  
Chief Community Services Officer

1/27/2022

Date

Plan Date: January 21, 2022

# TABLE OF CONTENTS

<b>DEPARTMENT OVERVIEW</b>	<b>Page 2-5</b>
Departmental Mission	
Our Customer	
Table of Organization	
Strategic Alignment Summary	
<b>KEY ISSUES</b>	<b>Page 6</b>
<b>PRIORITY INITIATIVES</b>	<b>Page 6</b>
<b>FUTURE OUTLOOK</b>	<b>Page 6-8</b>
<b>ATTACHMENT 1</b>	<b>Page 9-11</b>
<b>BUSINESS PLAN REPORT</b>	



## **DEPARTMENT OVERVIEW**

### **Department Mission**

The Juvenile Services Department (JSD) provides a continuum of comprehensive services that focus on protecting, empowering, and building resiliency in children and families.

### **Our Customer**

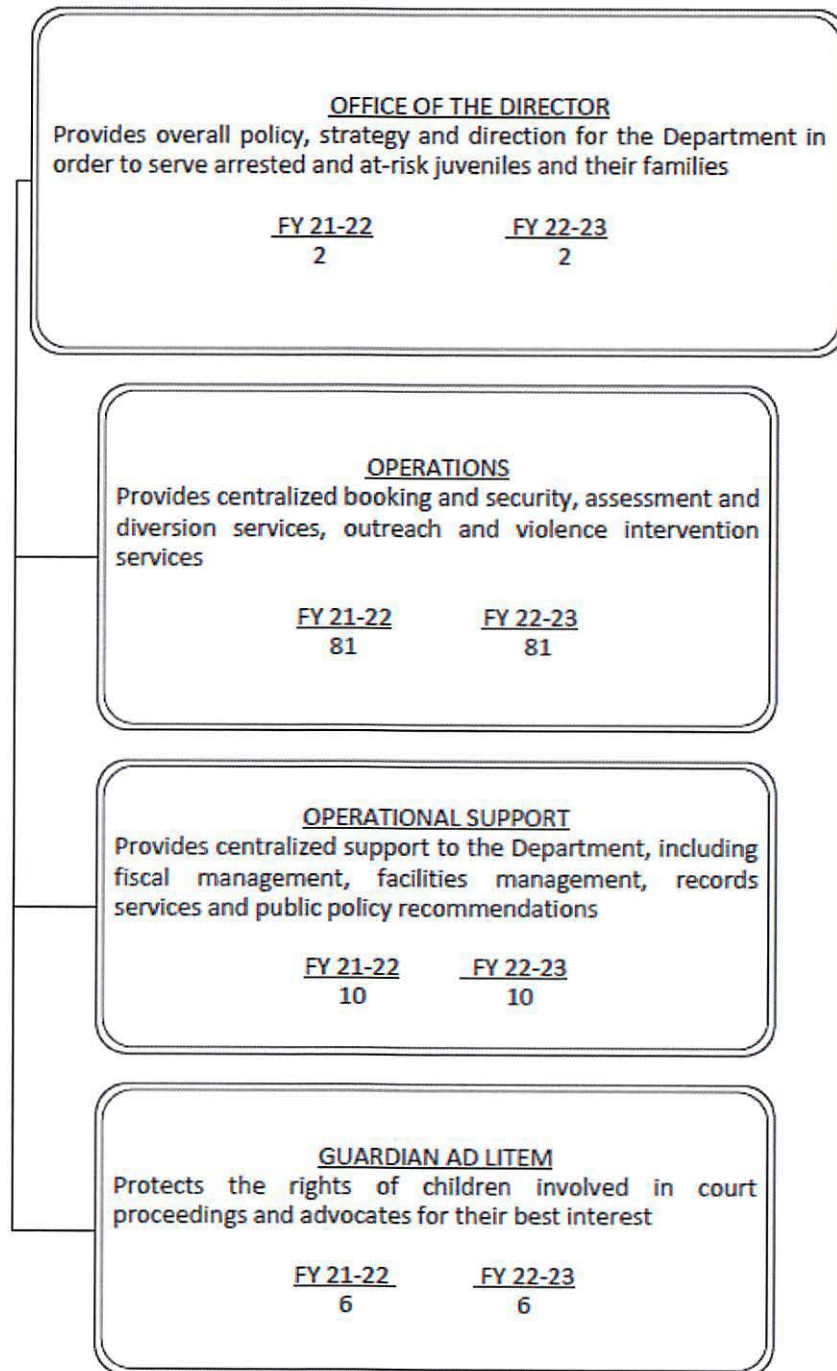
The JSD serves children and families by providing county services that directly enhance accessibility and promote equity in Miami-Dade County. In fulfilling its mission, JSD works with numerous partners in the juvenile justice and the child welfare continuum, including the Florida Departments of Juvenile Justice and Children and Families, Administrative Office of the Courts, Clerk of Courts, State Attorney's Office, Public Defender's Office, Miami-Dade County Public Schools, Miami-Dade Police and 35 law enforcement agencies, Miami-Dade Corrections and Rehabilitation, and Community/Faith-Based Organizations. Additionally, JSD partners with Miami-Dade County Departments, such as Parks, Recreation and Open Spaces, Cultural Affairs, Libraries, and others to provide innovative programming for clients and their families, focusing on reducing risk factors by addressing service needs and empowering families.

### **Table of Organization**

Next Page.



## TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 99.



**Strategic Alignment Summary**

**PS 1-1: Reduce Crime throughout Miami-Dade County**

- In line with Mayor Levine Cava's "No Wrong Door Initiative", JSD will explore and enhance interagency collaborations with juvenile justice, child welfare, County Departments, Community-based and Faith-based partners
- Enhance prevention efforts by implementing a prevention continuum to serve families in Miami-Dade County
- Enhance Trauma-Informed protocols within JSD's continuum of care
- Promote and increase family engagement, mentoring services, job development, and other pro-social services for young people
- Continue aftercare services for children completing JSD Programming to reinforce positive behaviors and connect to supportive community resources
- Measure and improve effectiveness of existing JSD's prevention and diversion programs
- Enhance the Miami-Dade County Anti-Violence Initiative, by effectively implementing the Hospital-based Violence Intervention Program
- Use technology to evaluate and measure program effectiveness
- Advance equitable public and neighborhood safety measures to address community violence by collaborating with the Office of Neighborhood safety and actively participating in the Peace and Prosperity Plan

**PS 1-3: Support successful re-entry into the community**

- Enhance coordination of re-entry services with community providers and support systems to prevent recidivism, as recommended in the county-wide Thrive305 recommendations
- Promote and increase family engagement, mentoring services, job development, and collaborate with Criminal Justice Partners, Community and Faith-based Organizations

**PS 1-4: Provide safe and secure detention**

- Maintain security system for safety monitoring and accountability
- Increase alternatives for arrested populations
- Increase competency of staff working with the client population by providing ongoing training to build capacity

**GG 1-1: Provide easy access to information and services**

- Implement innovative Social Media efforts to increase community engagement
- Maintain the "No Wrong Door" training to help residents access vital services
- Promote diversity and cultural sensitivity within service delivery



**Alignment of Scorecard Measures to Resilience**

Measure	Resilience Driver
Youth released to secure detention	ES-2
Percentage of diversion recommendations approved by the State Attorney's Office	ES-2
Percentage of detainable youth attending court hearing within 24 hours of arrest (statutory requirement)	ES-2
Percentage of detainable youth released within six hours	ES-2
Percentage of non-detainable youth released within six hours	ES-2
Screening and assessments administered to at-risk youth to identify substance abuse, family and mental health issues	HW-3
Juvenile arrests processed	ES-2
Youth referred to Civil Citation	ES-2
Youth referred to diversion and prevention programs	HW-3
Percentage of youth successfully completing diversion programs	ES-2
Resilience Drivers: LS1: Promote Leadership and Effective Management LS2: Empower a Broad Range of Stakeholders LS3: Foster Long-Term and Integrated Planning HW1: Meets Basic Needs HW2: Supports Livelihoods and Employment HW3: Ensures Public Health Services ES1: Promote Cohesive and Engaged Communities ES2: Ensure Social Stability, Security, and Justice ES3: Foster Economic Prosperity IE1: Provide and Enhances Protective Natural and Man-Made Assets IE2: Ensure Continuity of Critical Services IE3: Provide Reliable Communication and Mobility	



## **KEY ISSUES**

1. One of the top 3 priorities reported by residents through the efforts of Thrive305 was the importance of preventing gun violence. Therefore, JSD will continue to develop strategies to address gun violence in collaboration with partners and residents of Miami-Dade County.
2. JSD's business practice of ensuring cross-training of all staff and adherence to ongoing innovative training opportunities are the strength that has allowed the continued success of delivery of vital services.
3. The JSD's Executive Team explores all avenues to utilize evidence-based and best practices to advocate for our customers in our commitment to provide quality and timely services.

## **PRIORITY INITIATIVES**

1. Continuation of Prevention, Diversion and Outreach Services, including juvenile detention alternatives initiatives
2. Continuation of Multi-disciplinary staffing for special populations, including young offenders
3. Through the "No Wrong Door" Initiative, increase collaboration with County Departments to enhance accessibility to Countywide service delivery to improve the customer experience
4. Development of the JSD Training Center of Excellence
5. Enhance the Job Development and Mentoring Initiatives
6. Enhance Trauma Informed Protocols
7. Continuation of timely access to data and trend analyses reporting to obtain services and influence decision-making
8. Engage the workforce in business plan implementation
9. Technology enhancements to include Business Intelligence, assessment tools, telehealth services and Social Media efforts

## **FUTURE OUTLOOK**

As documented in the Thrive305 survey, JSD is recognized as a national model in reforming the juvenile justice system and implementing front-end approaches, such as the Civil Citation, to intervene in the lives of families at the earliest moment possible. Jurisdictions from around the world have visited JSD and implemented components in their areas to keep children out of the juvenile justice system. Through its research-based approach, managed by Licensed Clinical Social Worker, JSD continues to provide a 24/7 continuum of care for arrested and at-risk children and their families. Within its prevention programming, JSD has provided targeted services to children and families with a successful completion rate of 80% and a 97% minority participation rate. JSD will expand its years of implementing successfully, evidence-based protocols to establish a prevention continuum that identifies early risk behaviors and is available for all children and families in Miami-Dade County.

JSD will continue to deliver its Civil Citation Program, which now has served over 23,500 juveniles and their families with an unprecedented successful completion rate of 80% and a 97% minority participation rate. An alternative program, such as Civil Citation and other JSD Diversion Programs, work to reverse some of the negative collateral consequences



**Departmental Business Plan and Outlook**  
**Department Name: Juvenile Services Department**  
**FY2021-2023**

associated with having a criminal record. Serious long-term consequences include limited employment opportunities, which can lead to young people with records to further penetrate the juvenile justice system. Instead, a strength-based approach is taken to identify the service needs of families and link them to appropriate services within their communities.

JSD's Licensed Clinical Social Workers will continue to lead Multi-disciplinary staffings and coordinate service delivery with the Department of Children and Families, Miami-Dade County Public Schools, Law Enforcement and the Department of Juvenile Justice. Multi-disciplinary staffings are provided to children ages 12 and younger. Additionally, with a focus on preventing exposure to older, more serious, and violent offenders, JSD has implemented efforts to divert children ages 12 and younger from entering the Department of Juvenile Justice Detention Center.

Included in the Mayor's Peace and Prosperity Plan to address violence in Miami-Dade County, JSD continues to collaborate with PROS, under their Fit2Lead Internship Program, to provide opportunities to achieve academic excellence, develop leadership abilities, learn a trade, and pursue careers, including jobs in conservation. Additionally, JSD will continue to work with the Miami-Dade Police Department's Turn Around Police Academy (TAP). TAP offers psycho-educational workshops addressing and building healthy self-esteem, family relationships, substance abuse prevention, but most importantly, focusing on improving the relationship of at-risk youth and law enforcement.

JSD will continue efforts to expand Job Development and Mentoring, partnering with Community-based Organizations to provide Job Development training, placement, and financial literacy to JSD clients. The JSD *Trends for Success Boutique* outfits these youth with free business attire for job interviews. Exposing young people to job development opportunities provides them with the keys to understanding the importance of economic self-sufficiency. Additionally, JSD's Mentoring Initiative has been implemented and is introducing at-risk youth served by the Department to various professions within the public and private sectors. Currently, JSD is working with Miami-Dade Police Department, Parks, Recreation and Open Spaces, Cultural Affairs, Miami-Dade Public Library System, Community Action Human Services, History of Miami Museum, South Florida Cares, Miami Dade County Public Schools-Summer Youth Readiness Program, Family Empowerment Summit, and Summer Youth Employment Program, STEAM Technology Program, Community Youth Against Violence, , YOU Make Miami, Deering Estate, CareerSource, Greater Miami Services Corp, Big Brothers and Big Sisters, Arts for Learning Miami, and more to expand this promising initiative.

The Department continues to work with county-wide initiatives, such as, but not limited to: Mayor Levine Cava's Peace and Prosperity Plan, Together for Children, Anti-Violence Initiative, Joint Roundtable on Youth Safety, and the Mayor's Youth and Community Safety. JSD continues to work in collaboration with the Anti-Violence Initiative's on its Group Violence Intervention (GVI). GVI is a part of a national program that seeks to decrease group involved violence through the partnership of law enforcement, community members, and social services agencies. Data provided by the Miami-Dade Police Department shows an 81% decrease in group related homicides in Northside (one of its catchment areas) 2 years post implementation. One of the most important components within the GVI, is the recently implemented Hospital-based Violence Intervention Program, a case management strategy to





**Departmental Business Plan and Outlook**  
**Department Name: Juvenile Services Department**  
**FY2021-2023**

help gunshot victims, families and communities at the crossroad of either escalating violence or taking a path towards recovery and a positive new life. Masters level and Licensed Social Workers provide a multi-disciplinary approach by working closely with hospital staff, GVI group violence interrupters, and other community-based organizations to address the needs of the population. Services include assessments, crisis intervention, brief counseling, treatment planning, and case staffing. Social workers will also provide follow-up services to clients within their communities to ensure a continuum of care.

During the pandemic, JSD implemented virtual assessment, referrals, and case management services as we continue to find ways to promote our services and increase family engagement efforts. This service allows families to be served virtually by removing barriers to service delivery. To expand its reach, and in-line with the Thrive305 recommendations, JSD is working to implement the Adverse Childhood Experiences (ACE) tool across its continuum of care to assess young people for traumatic stress and create integrated care experiences informed by that assessment.

Technology will drive JSD's programming with the public, increasing dialogue between youth, their families and community stakeholders. Trauma-Informed services will continue to be the platform from which JSD addresses the complex needs of the children and families we serve in our community. JSD plans to continue to enhance its ability to connect with the community through Social Media platforms, such as: Twitter, Facebook, and Instagram.

With its foundation in research, JSD has worked with National Researchers in the field of juvenile justice and social work. Clinical protocols and the implementation of evidence-based tools have been created based on recommendations from experts in the field. International visitors from Thailand, Belgium, Ireland, Hong Kong, Sweden, Trinidad, Haiti, Dominican Republic, as well as national visitors from Tennessee, New York, California, and Philadelphia, to name a few, have received tours of the facility and presentations on JSD's continuum of care. Due to this expertise, JSD will implement its first Training Center of Excellence. JSD will utilize practitioners within the Department to deliver capacity building trainings to criminal justice partners, Community-based Organizations, and other professionals in the field. JSD evidence-based practices, juvenile trends, and innovative programming will be shared in virtual and in-person training sessions. Sessions will include, but not limited to, "Alternatives to Arrest", "Service Needs in At-risk youth", "Case Management Systems and tracking outcomes", and "Developing effective Treatment Plans", to name a few. Within this component, JSD will continue to train law enforcement in alternatives to arrest, such as Civil Citation and Prevention services. JSD's Training Center of Excellence will take a "No Wrong Door" approach, enhancing the sharing of information to the public and providing avenues to increase the quality of services in Miami-Dade County.








As Of &lt;= 01/22/2022

**Business Plan Report**  
**Juvenile Services Department**

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag	Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Customer	Reduce the Number of Juvenile Arrests in Miami-Dade County (JSD)	PS1: Safe community for all	PS1-1: Reduce crimes throughout Miami-Dade County	Number of Juvenile Arrests Processed at the Juvenile Services Department		ES-2: Ensure Social Stability, Security, and Justice	Dec '21		112	110	1,400	1,500
				Number of Youth Released to Secure Detention		ES-2: Ensure Social Stability, Security, and Justice	Dec '21		63	62	840	902
	Increase the Number of Youth Referred to Juvenile Services for Diversion and At Risk Delinquency Initiative (JSD)	PS1: Safe community for all	PS1-3: Support successful reentry into the community	Percentage Of Diversion Recommendations Approved By State Attorney's Office (statewide average of 40%)		ES-2: Ensure Social Stability, Security, and Justice	Dec '21		95%	90%	90%	90%
				Total Number of Youth Referred to Diversion and Prevention Programs (Roll-UP)		ES-2: Ensure Social Stability, Security, and Justice	Dec '21		110	95	1,300	1,482
				Number of Intervention, Prevention and Outreach Services		LS-2: Empower a Broad Range of Stakeholders	'21 FQ4		166	125	550	600
	Provide Screenings, Assessments, and Referrals to Arrested and At Risk Youth (JSD)	PS1: Safe community for all	PS1-3: Support successful reentry into the community	Total Number of Screening and Assessments administered to at-risk youth to identify substance abuse, family, and mental health issues		ES-2: Ensure Social Stability, Security, and Justice	Dec '21		478	364	5,000	5,000
	Improve the Successful Completion Rate for Youth Referred to Diversion Programs (JSD)	PS1: Safe community for all	PS1-3: Support successful reentry into the community	Percentage of Youth Successfully Completing Diversion Programs		ES-2: Ensure Social Stability, Security, and Justice	Dec '21		67%	80%	80%	80%
	Meet Budget Targets (Juvenile Services)			Expen: Total (Juvenile Services)		LS-1: Promote Leadership and Effective Management	'21 FQ3		\$3,984K	\$4,175K	\$16,700K	\$16,700K
Financial				Revenue: Total (Juvenile Services)		LS-1: Promote Leadership and Effective Management	'21 FQ3		\$546K	\$4,175K	\$16,700K	\$16,700K
				Positions: Full-Time Filled (JSD)		LS-1: Promote Leadership and Effective Management	'21 FQ3		88	99	n/a	n/a
	Conduct Meetings with Senior Managers to Review Department Goals, Budget Planning and Implementation (JSD)		GG4: Effective leadership and management practices	Quarterly Meeting Conducted (Y/N)		LS-1: Promote Leadership and Effective Management	'21 FQ4		Yes	Yes	1	1
				Monthly Managers Meeting		LS-1: Promote Leadership and Effective Management	Dec '21		Yes	Yes	1	1

	Explore, identify and ensure compliance with grants (FIN)	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Implement Grant Corrective Action Plans within Specified Timeline.	ES-2: Ensure Social Stability, Security, and Justice	Dec '21	100%	100%	100%	100%
				Meet 100% of all grantor deadlines on required documentation, forms, surveys, etc.	LS-1: Promote Leadership and Effective Management	Dec '21	100%	100%	100%	100%
Internal	Decrease the Processing Time for Detainable and Non-Detainable Youth (JSD)	PS1: Safe community for all	PS1-4: Provide safe and secure detention	Percentage of Detainable Youth Released Within Six (6) Hours	ES-2: Ensure Social Stability, Security, and Justice	Dec '21	78%	75%	75%	75%
				Percentage of Non-Detainable Youth Released Within Six (6) Hours	ES-2: Ensure Social Stability, Security, and Justice	Dec '21	47%	65%	65%	65%
				Percentage of detainable youth attending court hearing within 24 hours of arrest (statutory requirement)	ES-2: Ensure Social Stability, Security, and Justice	Dec '21	100.0%	100.0%	100.0%	100.0%
				Zero Incidents Resulting in Liability (%)	ES-2: Ensure Social Stability, Security, and Justice	'21 FQ4	100%	100%	100%	100%
	Provide a Safe and Secure Environment (JSD)	PS1: Safe community for all	PS1-4: Provide safe and secure detention	Percentage of Safety Inspection Reports completed by deadline	ES-2: Ensure Social Stability, Security, and Justice	Dec '21	100%	100%	100%	100%
				Review/Update accuracy of computer access credentials	ES-2: Ensure Social Stability, Security, and Justice	Dec '21	Yes	Yes	1	1
				Accuracy of Access Control Cards	ES-2: Ensure Social Stability, Security, and Justice	Dec '21	Yes	Yes	1	1
				Monthly Community Based Organization (CBO) Meetings	LS-2: Empower a Broad Range of Stakeholders	Dec '21	Yes	Yes	1	1
	Administration and Public Information (JSD)	GG1: Accessible, fair and responsible government	GG1-1: Provide easy access to information and services	Develop and provide custom analytical and statistical reports to the community and juvenile justice partners by deadline	LS-2: Empower a Broad Range of Stakeholders	'21 FQ4	100%	95%	95%	95%
				Percentage of referred youth with unsuccessful completion due to new law violations	ES-2: Ensure Social Stability, Security, and Justice	Dec '21	7%	9%	9%	9%
	Monitor Level of Referrals and New Law Violations			Number of Referrals to Juvenile Services Department (Including Arrests, Civil Citations, Intervention and Other Diversions)	ES-2: Ensure Social Stability, Security, and Justice	Dec '21	265	230	3,100	3,411

Learning and Growth	Develop Juvenile Services Direct Care Staff Competency Through Cross Training and Skill Development (JSD)	 GG2: Excellent, engaged and resilient workforce	 GG2-2: Promote employee development and leadership	Direct Care Staff Training		LS-1: Promote Leadership and Effective Management	Dec '21		100%	100%	100%	100%
				Pre-Service Training		LS-1: Promote Leadership and Effective Management	Dec '21		100%	100%	100%	100%
				Supervisory Staff Training		LS-1: Promote Leadership and Effective Management	Dec '21		100%	100%	100%	100%

## Initiatives

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Reduce the Number of Juvenile Arrests in Miami-Dade County (JSD)	Business Plan Priority Initiative: Enhance the Job Development and Mentoring Initiatives	1/21/2022	In Progress						Burgos, Cathy (JAC); Molina, Cristina M. (JAC)
Increase the Number of Youth Referred to Juvenile Services for Diversion and At Risk Delinquency Initiative (JSD)	Business Plan Priority Initiative: Implement a JSD Training Center of Excellence	1/21/2022	In Progress						Burgos, Cathy (JAC); Molina, Cristina M. (JAC)
	Business Plan Priority: Increase collaboration with County Departments to enhance Countywide service delivery	3/1/2021	In Progress						Burgos, Cathy (JAC); Molina, Cristina M. (JAC)
	Business Plan Priority Initiative: Continuation of Prevention, Diversion and Outreach Services, including alternatives to secure juvenile detention	1/21/2022	In Progress						Burgos, Cathy (JAC); Molina, Cristina M. (JAC)
Provide Screenings, Assessments, and Referrals to Arrested and At Risk Youth (JSD)	Business Plan Priority Initiative: Continuation of the Young Offenders Multi-disciplinary Interventions	1/21/2022	In Progress						Burgos, Cathy (JAC); Molina, Cristina M. (JAC)
	Business Plan Priority Initiative: Enhance Trauma Informed Protocols, including the Identification of Human Trafficking Victims	1/21/2022	In Progress						Burgos, Cathy (JAC); Molina, Cristina M. (JAC)
Develop Juvenile Services Direct Care Staff Competency Through Cross Training and Skill Development (JSD)	Business Plan Priority Initiative: Engage the Workforce in Business Plan Implementation	1/21/2022	In Progress						Burgos, Cathy (JAC); Molina, Cristina M. (JAC)
Administration and Public Information (JSD)	Business Plan Priority Initiative: Technology Enhancements to include Telehealth and Social Media Efforts	1/21/2022	In Progress						Burgos, Cathy (JAC); Molina, Cristina M. (JAC)
	Business Plan Priority Initiative: Continuation of Juvenile Data and Trend Analyses Reporting	1/21/2022	In Progress						Burgos, Cathy (JAC); Molina, Cristina M. (JAC)

Name contains any Juvenile Services Department